

HELD UNDER THE PATRONAGE OF HIS HIGHNESS
SHEIKH MOHAMMED BIN RASHID AL MAKTOUM
VICE PRESIDENT AND PRIME MINISTER OF THE
UNITED ARAB EMIRATES AND RULER OF DUBAI

AICE 2023

DUBAI, UNITED ARAB EMIRATES

GLOBAL TRADE 2.0: ZONES, AN ECOSYSTEM OF TRUST DRIVING PROSPERITY



1st - 3rd May 2023



Grand Hyatt Dubai

TITLE SPONSOR



CONFERENCE OVERVIEW

Zones and Trust – Defining the agenda for growth

Trade and investment are essential to create economic benefits and prosperity for all. Globally, zones play a major role in harnessing both trade and investment. Companies that operate in a zone system benefit from certainty of legal structures – operating in an environment where the rules are clear, and they are being followed by everyone equally. At a time when geo-economic indicators can be volatile, zone regulators (Zones Authorities, Customs, Governments) provide the necessary monitoring oversight and law enforcement to ensure business investments are safe and secure.

Zones form the core of a network of relationships held together by trust – an ecosystem of trust. An ecosystem of trust (where enforceability of contractual obligations is accepted and respected by all entities) leverages a zone's competitiveness, its ability to attract FDIs and gain buy-in from the public and policymakers. The 'network effect' of these ecosystems creates economies of scale for all participants where the value to each participant in the network grows as the number of participants in the network grows. Ecosystems multiply their competitive edge through trust. Above all, ecosystems in which trust continues to rise over time require lower levels of government intervention and litigation.

Every participant influence and in turn is influenced by others in the network, creating an ever-evolving ecosystem that can sustain itself in the long run. A rising tide indeed lifts all boats as building ecosystems of trust drive prosperity.

However, trust takes deliberate strategies, committed parties, efficient processes, transparent mechanisms, and protection tools. To decode the changes and their implications, leaders and their teams need to stay abreast of latest developments in the dominions of business, investment, trade and policymaking. Considering the multidimensional changes that have occurred in economic, social, and technological spheres and their cumulative impact on businesses over the past two years, there has never been a more important time to engage with counterparts and peers internationally, to exchange ideas, share information and have strategic discussions.

The World FZO is pleased to facilitate an in-depth exchange of ideas through a unique forum at AICE 2023 taking place from May 2-3, 2023, in Dubai, United Arab Emirates.

The Plenary consists of five sessions with the following themes:

- **Ecosystems of trust, how are they designed, built, and sustained?**
- **Mitigating and managing disruptive events: When resilience is not enough**
- **Keeping zones dynamic: Winning strategies to keep zones delivering prosperity**
- **Navigating the changing rules of corporate governance**
- **Digitization and data: Tools to help build trust**

Additionally, there will be a special session to discuss:

- **Special Session: Achieving net zero- decarbonization of free zones**

PROGRAM OVERVIEW

<p>Monday 1 May 2023</p>	<p>Leaders of the Future (Venue: IFZA Dubai) 09.00 – 16.00</p> <p>Registration Opens 14.00 – 18.00</p> <p>Welcome Reception 18.00 – 20.00</p>
<p>Tuesday 2 May 2023</p>	<p>Registration 08.00 – 09.00</p> <p>Session 1 09.00 – 10.15</p> <p>Coffee Break and Networking 10.15 – 10.45</p> <p>Opening Ceremony 10.45 – 11.00</p> <p>Keynote Addresses and Presentation 11.00 – 12.15</p> <p>Lunch 12.15 – 13.30</p> <p>Session 2 13.30 – 14.45</p> <p>Coffee Break and Networking 14.45 – 15.15</p> <p>Session 3 15.15 – 16.30</p> <p>World FZO Board of Directors Meeting (Closed Session) 16.30 – 18.30</p> <p>Gala Dinner 20.00 - 22.30</p>
<p>Wednesday 3 May 2023</p>	<p>Plenary Session 4 09.00 – 10.15</p> <p>Coffee Break and Networking 10.15 - 10.45</p> <p>Plenary Session 5 10.45 – 12.00</p> <p>Special Session 12.00 – 13.15</p> <p>Lunch 13.15 – 14.15</p> <p>World FZO Annual General Assembly 14.30 – 17.30</p>

PROGRAM AGENDA

SPEAKERS

Opening Address

HE Abdullah bin Touq Al Marri, Cabinet Member & UAE Minister of Economy, United Arab Emirates

Dr. Mohammed Alzarooni, Chairman, World Free Zones Organization, United Arab Emirates

Martin G. Pedersen, Chairman, IFZA Dubai, United Arab Emirates

Keynote Speakers

HE Wamkele Keabetswe Mene, Secretary General, AfCFTA, Ghana

HE Masahiko Metoki, Director General, UPU, Switzerland

Opening Remarks

Dr. Samir Hamrouni, CEO, World Free Zones Organization, United Arab Emirates

SESSIONS

Session 1: Ecosystems of trust, how are they designed, built, and sustained?

Zones induce interparty trust within its network of entities. Building and sustaining mutual confidence between parties within a trusted network is the primary force driving the integrity of zones. A zone program may fail because of too much or too little intervention from regulators to ensure trust within the ecosystem. The issue of building and sustaining trust raises several questions, including:

- Why trust matters in successful zones? How are zones' ecosystem of trust designed, built and sustained?
- Can an ecosystem of trust play a role in fostering trade across the supply chain and what is the relationship with safe zones?
- For policy makers what is the right balance of regulation to engender trust? Do you recommend Governments to instill trust in zones rather than control?
- Would the ecosystem of trust lead to create a global digital trade corridors in the future?

Moderator & Main speaker: Lars Karlsson, Global Head of Trade & Customs Consulting, Maersk A.P. Moller, Denmark

Speakers:

- Kevin Shakespeare, Director of Strategic Projects and International Developments, The Institute of Export & International Trade, UK
- Ricardo Trevino, Deputy Secretary General, World Customs Organization, Belgium
- HE Ito Bisono, Minister of Industry, Dominican Republic

PROGRAM AGENDA

Session 2: Mitigating and managing disruptive events: When resilience is not enough

The world has grown more disruptive. The Covid-19 pandemic has proven that in dealing with a massively disruptive event, zones can no longer rely on resilience-based strategies, that is, strategies built around their ability to quickly return to normal operations within an acceptable period. They must now also be robust, that is to have the ability to maintain operations during a massively disruptive event.

The global interconnectivity resulting from trade, investment, transportation, and communication links has left countries more vulnerable and exposed to the risk of contagion spreading from one part of the world to another. Covid-19 and the resulting supply chain breakdowns, and overall economic disruptive contagion effects represent clear evidence of this point. We look at the role that zones can play in mitigating these:

- Is trust considered really an essential element of resilience in zones to confront major traumas or challenges? How do zones mobilize and deploy the massive investments required for risk mitigation?
- How can free zones continue to build and sustain trust and resilience with stakeholders and regulators?
- Resilient zones make safety a strategic priority. Is this having an impact on zones' workforce?
- How can leaders in zones create, measure, and maintain a culture of trust?
- How Safe Zones can drive trust and compliance?

Moderator & Main speaker: Oliver Sykes, Partner, PwC, United Arab Emirates

Speakers:

- Asli Calik, Vice President, IRU, Switzerland
- Emeka Ene, CEO, Oildata Energy Group, Nigeria
- Jeffrey P. Hardy, Director-General, Transnational Alliance of Combat Illicit Trade, USA
- Philippe Dauvergne, CEO, Luxembourg High Security Hub, Luxembourg

Session 3: Keeping zones dynamic: winning strategies to keep zones delivering prosperity

The world is an ever-changing landscape, and the scale, scope and pace of change has accelerated. How do zones' program keep up and keep delivering? What are the winning strategies that have been deployed to keep zones attractive to investment (FDI and local)? Will these strategies work with new industries and activities? We look at the various aspects of legislations/regulations as a means to keep zones flourishing as a center of new ideas and investments (Data centers, fulfillment centers, cross-border e-commerce, green hydrogen, the space industry, metaverse, agribusinesses. Etc.).

- Does trust play a role and assist in achieving zones prosperity and leading towards and inclusive trade?
- What are the winning strategies to keep trust as a strategic priority?
- Can zones quantify customers' trust? Which domains should be focused on?
- What is the role of zone in e-commerce and data and logistics centers?

Moderator & Main speaker: Mehdi Tazi Riffi, CEO, Tanger Med, Morocco

Speakers:

- Alok V Chaturvedi, Director General, EPCES, India
- Slim Feriani, Former Minister, CEO Sovereign Fund of Djibouti, Tunisia
- Juan Carlos Buitrago Arias, CEO, Strategos, Colombia
- Javier Sylvania, Minister of Finance, Curacao

PROGRAM AGENDA

Session 4: Navigating the changing rules of corporate governance (making zones the governance benchmark five years from now)

Corporate governance has the potential for enhancing the trustworthiness of zones and their leaders. Adherence to the principles and standards of good corporate governance supports openness, competency, integrity, and reputation of zones and their leaders. Openness implies regular and sufficient disclosure of relevant information to zones' stakeholders. When trust is instilled as an abiding ethical value by the zones' management, it improves perceptions that stakeholders have of the integrity of zones and their leaders. The Board of Directors that drives the reform agenda should endeavor for high performance and strict conformance to corporate governance within the zones. We look at the key issues in this regard:

- Is there any trust crisis in zones Governance system?
- How data and digitalization can build trust, transparency and governance?
- Why trust is considered a core value in any business? What is the impact of trust erosion on stakeholders? How do you foster and earn stakeholders trust?
- How internal audits are helping zones building trust? How technology help in this sense?
- Is it right that adherence to the standards of good corporate governance can restore trust in zones nature of business?

Moderator & Main speaker: Cesare Zingone, CEO, Zeta Group, Costa Rica

Speakers:

- Dr. Sidi Ould Tah, Director General, BADEA , Sudan
- Aradhna Aggarwal, Professor, Department of International Economics, Government and Business, Copenhagen Business School, Denmark
- Claudia Pellarano, Chairman of the Board, Las Americas Industrial Free Zone, Dominican Republic

Session 5: Digitization and data: tools to help build trust

Usually, trust is built and maintained by many small actions over time. Over the last decade, businesses have been talking about data warehouses, big data, and lately data science. Digitization is no longer just a tool to improve efficiency, productivity, facilitation, regulation or even to build trust. Its potential and outcomes for the future are far greater than its current application. Digitization can now be treated as a product (data, digital goods and services, etc.) A natural extension of digitization is the deployment of data. With zones having such a long-storied history and increasingly spreading it could lead to the logical conclusion that they are a resounding success.

- Is it the right time to establish a trust-based cybersecurity program since we are facing an increase in overall security incidents?
- Can trust be digitized, does digital trust really matter?
- How can zones reinforce digital trust in supply chains?
- Digital trust is a must have for zones' customers/ investors. How can zones ensure they deliver?
- What is the role model of World FZO in promoting zones to become high- tech or digitalized for the future?

Moderator & Main speaker: Walter Trezek, UPU, Switzerland

Speakers:

- Mike Bhaskaran, COO, DP World, UAE
- Stacy Dieve, Strategic Trade Manager, CISCO
- Juan Pablo Rivera, President, Bogota FZ, Colombia

PROGRAM AGENDA

Special session: Achieving net zero decarbonization of free zones

Credible climate commitments can inspire trust in zones and its plans for addressing their carbon footprint. In contrast, zones that claim to be environmentally friendly but lack credible plans to support their claims, are shown to be hindering climate action which can lead to multiple negative consequences, including the erosion of trust with stakeholders. . This lack of trust can negatively affect the zones in multiple ways, such as increasing the cost of capital, and making it harder to attract investors. We discuss the key themes on decarbonization:

- Becoming a trust-based zone implies commitment to align with global and national policy to become sustainable and achieve net zero by 2050. How can the World FZO drive zones globally to contribute to the net zero initiative strategically and how the zones can become green/ sustainable zones?
- What are the implications of the drive to achieve net zero for zones?
- How do zones tap into the massive investments required? Are they well placed and what are the adjustments/requirements to tap into these investments and get them ready?
- What is the linkage between trust and climate change or ESG/SDGs?

Speakers:

- Oliver Sykes, Partner, PwC, United Arab Emirates
- Srikanth Badiga , Group Director, Phoenix Group, India
- HE Kelli-Dawn Hamilton, CEO, JSEZA, Jamaica
- Blanca Sorigue, Director General, Zona Franca, Barcelona

LEADERS OF THE FUTURE OVERVIEW

Developing Responsible Leadership in Zones

A Leadership Development Program for Free Zone Executives

In terms of a nations' economic growth, foreign trade, employment creation, investment attraction, foreign exchange earnings and positive overall welfare outcomes, the contribution of Free Zones (FZs) is well recognised

But disruptive developments covering geopolitical, economic, social and human health turmoil the world has witnessed in last three years, is seen posing a new challenge to the established world order that FZs had got used to. The world and markets around the world are currently facing uncertain conditions. Volatility, Uncertainty, Complexity and ambiguity characterise the current state.

FZs are and will be impacted by upheavals occurring in the world. As business entities, FZs are seldom insulated from significant changes occurring in the world. FZs have to recognise that unforeseen and unforeseeable events will continue to occur in disruptive ways.

So, FZs have to be sufficiently nimble to not only adapt to the changing environment but also be ready to benefit from it.

In a broad sense, one can assert that a Free Zone is as good as its leadership. Being in a 'state of readiness' all the time to navigate through stormy waters and meet current and future challenges, calls for a leadership that is both Responsible and Responsive.

Responsible leadership is in some way 'a state of mind'. Responsible leadership has several dimensions, not the least is a set of environmental, social and governance aspects. Imbibing the spirit of responsible leadership is art, science and experience rooted in ethical and human values. For the FZs around the world to succeed under the current uncertain conditions, Responsible Leadership is critical.

Developing responsible leadership in zones is the need of the time.

- But how does one develop responsible leadership?
- What are the characteristic features of a responsible leader?
- What paradigm would help shape a responsible leader?
- And finally, who would develop responsible leadership for zones?

Answers to these and related questions would be explored during the Leadership Development Program on day-one of the upcoming AICE 2023 organised by World FZO, with the overarching theme "Global Trade 2.0: Zones, an ecosystem of trust driving prosperity".

Program Director:

- Dr Mohan Guruswamy, Chief Knowledge Officer, World FZO, United Arab Emirates

Speakers:

- Martin Gustavo Ibarra Pardo, Founder President of the Association of Free Zones of the Americas (AZFA), Colombia
- Rami Karout, Adviser for the Middle East, IRU, Switzerland
- Eng. Husam Abdallah, Chief of Strategy & Business Development, World FZO, United Arab Emirates

LEADERS PROGRAM OVERVIEW

Developing Responsible Leadership in Zones

A Leadership Development Program for Free Zone Executives

Monday
1 May 2023

Registration	08.30 – 09.00
Opening and Welcome	09.00 – 09.10
Keynote and Setting the Tone - <i>Introduction, Objectives and Deliverables</i>	09:10 – 9.40
FZs: Historical Perspective & Way Forward	09.40 – 10.20
Building Trust and Corporate Governance	10.20 – 11.00
Coffee Break & Networking	11.00 – 11.30
Panel Discussion <i>Topic: Responsible Business Conduct</i>	11.30 – 12.15
Leadership and Trust - <i>Metrics to Measure Trust</i>	12.15 – 13.00
Lunch	13.00 – 14.30
Building Trust between Stakeholders	14.30 – 15.10
Izdihar Index & Free Zone of the Future	15.10 – 15.50
Coffee Break & Networking	15.50 – 16.20
Summing up and Concluding Remarks	16.20 – 16.30

AICE 2023

DUBAI, UNITED ARAB EMIRATES

GLOBAL TRADE 2.0: ZONES, AN ECOSYSTEM OF TRUST DRIVING PROSPERITY

SPONSORSHIP PACKAGES

A background image of the Dubai skyline at sunset, featuring the Burj Khalifa and other skyscrapers. The sky is a warm orange color, and the water in the foreground is dark.

SPONSORSHIPS

Sponsorship Opportunities

We have a range of sponsorship packages designed to suit all your needs. Each allows you to showcase your organization where the top decision-makers and influencers network. Please note that all sponsorships are listed in USD unless otherwise stated.

PREMIUM SPONSORSHIP

TITLE SPONSOR	RESERVED
PLATINUM SPONSORS	\$200,000
GOLD SPONSORS	\$75,000
SILVER SPONSORS	\$50,000
BRONZE SPONSORS	\$30,000

A LA CARTE SPONSORSHIP

GALA EVENING CO-SPONSOR	\$60,000
WELCOME RECEPTION CO-SPONSOR	\$35,000
COFFEE BREAK SPONSORS	RESERVED
LUNCH SPONSOR	RESERVED

How to Reserve Your Sponsorship Package

Sponsorships are limited and available on a first-come, first-served basis. To reserve your sponsorship, simply contact us and you will be guided through the process by one of our sponsorship advisors.

For additional questions email us at events@worldfzo.org

SPONSORSHIP PACKAGE DETAILS

PLATINUM SPONSORSHIP

\$200,000

BEFORE CONFERENCE

- Platinum Partner acknowledgment and logo on the AICE 2023 website
- Partner logo on all event marketing
- Organization name, logo and 300-word company profile on AICE2023 website with link to company website.
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Provided with the "Proud sponsor of AICE2023" logo for use on marketing material

DURING CONFERENCE

- 10 complimentary delegate registrations
- 5 complimentary registrations to Leaders Programme
- Complimentary 3x2m exhibition booth
- Inside cover, full page advert in AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Logo on all partner signage at the venue
- One speaker to participate on one of the panel discussions
- 30 min slot to present organization/product/service
- Playing of corporate video during conference in main hall.
- Partner logo on presentation slides at conference where available
- Two A4 promotional inserts included in conference bag (inserts to be provided by partner)
- Mention of sponsor's support in closing address
- Two arranged interviews with media at event

AFTER CONFERENCE

- Partner acknowledgement in the AICE2023 post event report
- Partner details on the AICE2023 website until end of 2023
- Hi-Res Photos of Partners participation at the event sent with copy of post event report
- First right refusal for the Platinum sponsorship at AICE2023

SPONSORSHIP PACKAGE DETAILS

GOLD SPONSORSHIP

\$75,000

BEFORE CONFERENCE

- Gold Partner acknowledgment and logo on the AICE 2023 website
- Partner logo on all event marketing
- Organization name, logo and 300-word company profile on AICE2023 website with link to company website.
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Provided with the "Proud sponsor of AICE2023" logo for use on marketing material

DURING CONFERENCE

- 5 complimentary delegate registrations
- 3 complimentary registrations to Leaders Programme
- Complimentary 3x2m exhibition booth
- Full page advert in AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Logo on all partner signage at the venue
- One speaker to participate on one of the panel discussions (subject to approval)
- Playing of corporate video during conference in exhibition hall.
- Partner logo on presentation slides at conference where available
- One A4 promotional inserts included in conference bag (inserts to be provided by partner)
- Mention of sponsor's support in closing address
- One arranged interviews with media at event

AFTER CONFERENCE

- Partner acknowledgement in the AICE2023 post event report
- Partner details on the AICE2023 website until end of 2023

SPONSORSHIP PACKAGE DETAILS

SILVER SPONSORSHIP

\$50,000

BEFORE CONFERENCE

- Silver Partner acknowledgment and logo on the AICE 2023 website
- Partner logo on all event marketing
- Organization name, logo and 300-word company profile on AICE2023 website with link to company website.
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Provided with the "Proud sponsor of AICE2023" logo for use on marketing material

DURING CONFERENCE

- 4 complimentary delegate registrations
- Complimentary 3x2m exhibition booth
- Half page advert in AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Logo on all partner signage at the venue
- 30 min slot to present organization/product/service
- Partner logo on presentation slides at conference where available
- Mention of sponsor's support in closing address

AFTER CONFERENCE

- Partner acknowledgement in the AICE2023 post event report
- Partner details on the AICE2023 website until end of 2023

SPONSORSHIP PACKAGE DETAILS

BRONZE SPONSORSHIP

\$30,000

BEFORE CONFERENCE

- Bronze Partner acknowledgment and logo on the AICE 2023 website
- Partner logo on all event marketing
- Organization name, logo and 300-word company profile on AICE2023 website with link to company website.
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Provided with the "Proud sponsor of AICE2023" logo for use on marketing material

DURING CONFERENCE

- 3 complimentary delegate registrations
- Half page advert in AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Logo on all partner signage at the venue
- 30 min slot to present organization/product/service
- Partner logo on presentation slides at conference where available
- Mention of sponsor's support in closing address

AFTER CONFERENCE

- Partner acknowledgement in the AICE2023 post event report
- Partner details on the AICE2023 website until end of 2023

SPONSORSHIP PACKAGE DETAILS

GALA DINNER SPONSORSHIP

\$60,000

BEFORE CONFERENCE

- Gala Dinner Partner acknowledgment and logo on the AICE 2023 website
- Partner logo on all event marketing
- Organization name, logo and 300-word company profile on AICE2023 website with link to company website.
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Provided with the "Proud sponsor of AICE2023" logo for use on marketing material

DURING CONFERENCE

- 5 complimentary delegate registrations
- Complimentary 3x2m exhibition booth
- Full page advert in AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Logo on all partner signage at the venue
- Welcome address to attendees at Gala Dinner
- Exclusive corporate display and decoration at Gala Evening venue
- Playing of corporate video at beginning of Gala Dinner.
- Partner logo on presentation slides at conference where available
- One A4 promotional inserts included in conference bag (inserts to be provided by partner)
- Mention of sponsor's support in closing address

AFTER CONFERENCE

- Partner acknowledgement in the AICE2023 post event report
- Partner details on the AICE2023 website until end of 2023
- First right refusal for the Gala Dinner sponsorship at AICE2023

SPONSORSHIP PACKAGE DETAILS

WELCOME RECEPTION SPONSORSHIP

\$35,000

BEFORE CONFERENCE

- Welcome Reception Partner acknowledgment and logo on the AICE 2023 website
- Partner logo on all event marketing
- Organization name, logo and 300-word company profile on AICE2023 website with link to company website.
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Provided with the "Proud sponsor of AICE2023" logo for use on marketing material

DURING CONFERENCE

- 4 complimentary delegate registrations
- Complimentary 3x2m exhibition booth
- Half page advert in AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 programme
- Organization name, logo and 300-word company profile on the AICE2023 event app
- Logo on all partner signage at the venue
- Welcome address to attendees at Welcome Reception Dinner
- Exclusive corporate display and decoration at Welcome Reception venue
- Playing of corporate video at beginning of Welcome Reception.
- Partner logo on presentation slides at conference where available
- One A4 promotional inserts included in conference bag (inserts to be provided by partner)
- Mention of sponsor's support in closing address

AFTER CONFERENCE

- Partner acknowledgement in the AICE2023 post event report
- Partner details on the AICE2023 website until end of 2023
- First right refusal for the Welcome Reception sponsorship at AICE2023



WORLD FREE ZONES
ORGANIZATION

AICE 2023

DUBAI, UNITED ARAB EMIRATES

WORLD FREE ZONES ORGANIZATION

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